

NAVIGO 180

Moving forward with health and social care

September 2011

Our first 180 days

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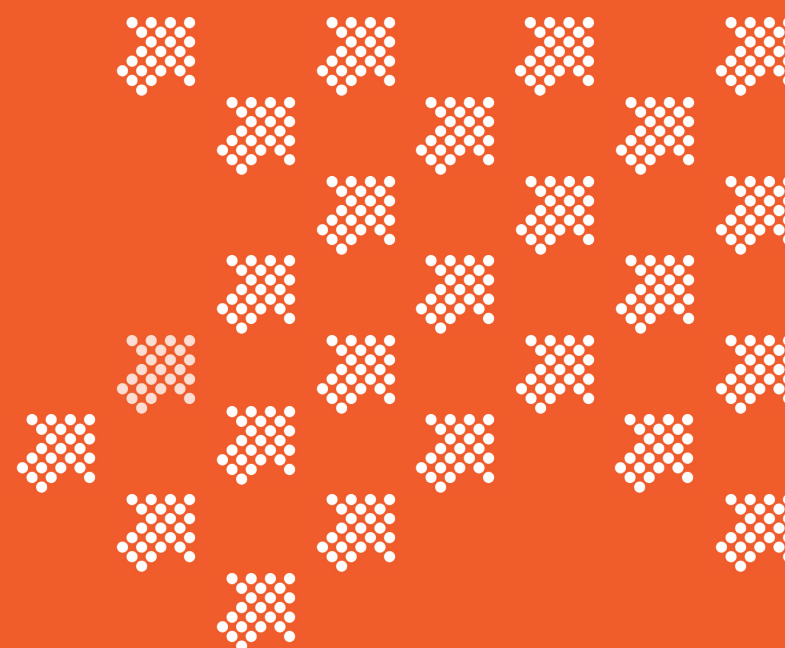


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Scan here to go
directly to the
NAVIGO website

www.navigocare.co.uk

NAVIGO Health and Social Care CIC (formerly North East Lincolnshire Mental Health Services), trading as NAVIGO, is a not for profit Social Enterprise providing services to the NHS and beyond.
Company Registration Number 7458926



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NAVIGO cash and treasury management

The Co-operative Bank plc has been chosen as the banking partner for NAVIGO following a competitive process.

The Co-operative were selected on the basis of providing competitive rates for banking transactions and short term interest rates, but also on their ethical banking stance.

NAVIGO regularly reviews its forecast short-term and medium-term cash flows, and excess cash is placed on short-term deposit within the Co-operative Bank plc. NAVIGO is currently carrying no debt. The financial risks faced by the organisation are managed by the NAVIGO Board, working to agreed policies and procedures.

“The Co-operative Bank’s ethical stance was critical to our decision.

“We’re committed to running our business responsibly and investing in our community and the Co-operative Bank shares our values.”

Simon Beeton, director of finance

appointment of auditors: Streets Chartered Accountants

Streets Chartered Accountants (a trading style of Streets Northern LLP) have been appointed as external auditors to NAVIGO for the financial year 2011/12.

The director of finance, via a competitive process, appointed the external auditors for the first year of trading in accordance with the adopted Standing Financial Instructions of NAVIGO. The members are requested to endorse this appointment at the AGM. Future appointments will be made through the AGM.

NAVIGO has also retained a working relationship with internal auditors, namely East Coast Audit Consortium (ECAC) who help us to identify the effectiveness of our controls. The work of the internal and external auditors is expected to complement each other.

Both internal and external audit will report to the financial governance committee where reports on the quality of the financial systems and processes within the organisation are received.

join our membership

download a form online

Visit: www.navigocare.co.uk

phone

Call: (01472) 625808

email

info.navigo@nhs.net

collect

Pick up an application form at any NAVIGO site

Would you like to join our membership?

Anyone who has a genuine interest in our services can join our community membership. Simply complete an application form which will then be submitted to the Membership Board for approval.

Staff can also join the membership, as long as you have worked for NAVIGO for more than three months or were part of the TUPE transfer which took place in April.

Get in touch using any of the methods opposite if you would like an application form or to ask any further questions about joining the NAVIGO membership.

NAVIGO's budgets for the financial year 2010/2011

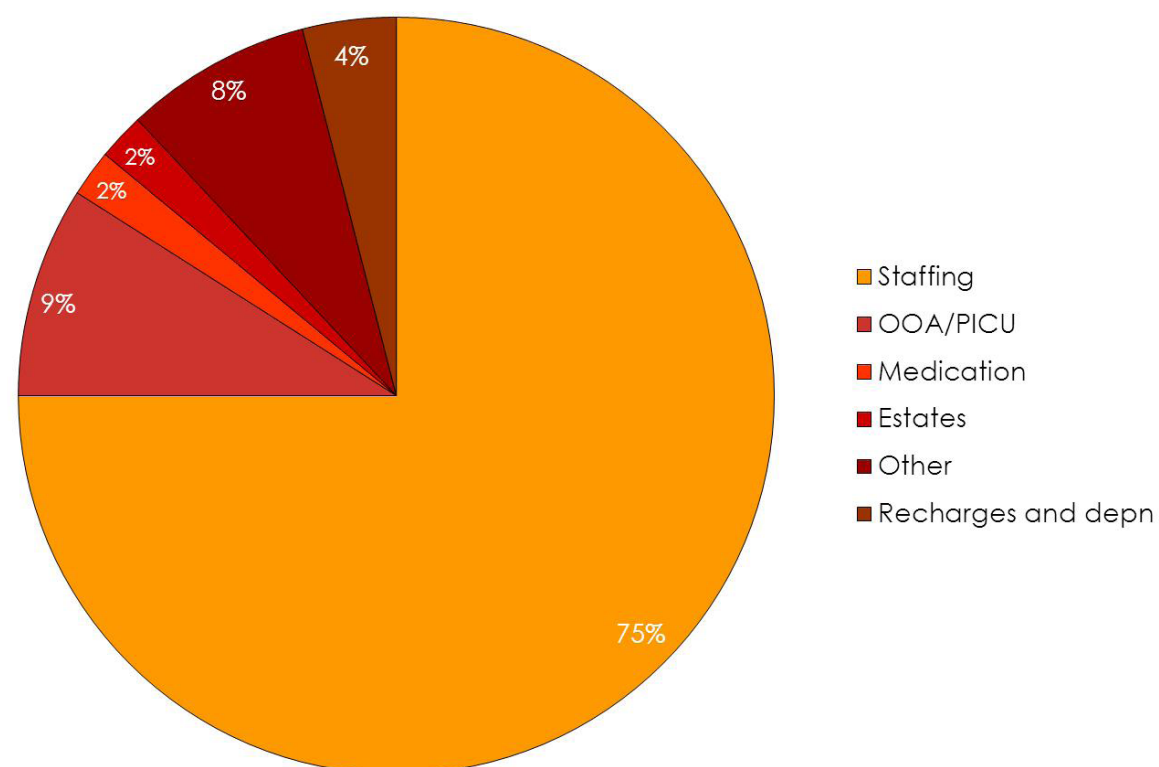
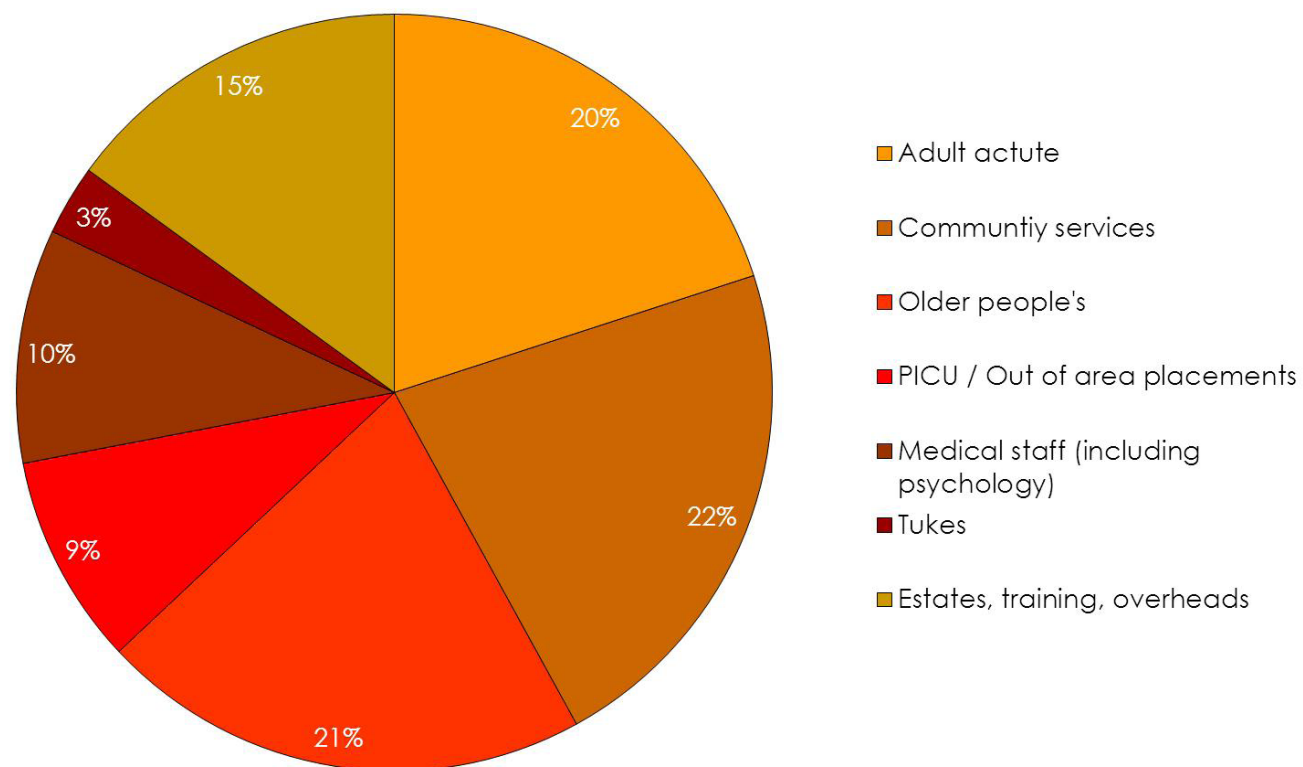
The stated aim of NAVIGO is to achieve a 1 per cent or £200,000 annual surplus, to achieve more of our goals to enrich local services (as well as the savings required by the CTP).

The figures at the end of July predict the surplus to be £95,000 rather than the £200,000 target.

As this is only the predicted position at the end of

July (a verbal update of the August figure will be provided at the Annual general Meeting), there is still time to put into place actions and change behaviours in order to deliver the targeted surplus and therefore the possibility to approve the grant schemes presented by members at the AGM.

Graphs showing breakdowns of the NAVIGO budget for 2011/12 are shown below.



NAVIGO 180:

introduction from our chairman and chief executive

We felt that while a year in the life of NAVIGO has not yet passed (even our maths is not that bad!), it was important that we should still do a review alongside our first AGM. In future years we will, of course, publish a full annual report to coincide with each AGM.

The 180 review, as it has in fact been 180 days since we became a Community Interest Company, aims to meet that purpose, briefly examining what we have done so far and where we are going.

A summary of some of our achievements is included, however there are two important things that need to not be forgotten, firstly the move to becoming a Community Interest Company itself is a big achievement and the way it has been done to empower staff and people who use the service/carers is quite unique.

Secondly, it has been the culmination of many years of change in which North East Lincolnshire's services have been completely

redesigned and remodelled with the aid of service users and carers, to become (in a number of activities) widely acknowledged as 'top performers' and exemplars of good practice.

Our pedigree has always been one of involvement and this change simply enshrines that approach and furthers it. The service belongs to us all and the Articles (the document that sets out the rules of how we run) now ensure we all have a clear say within it.

We are rightly proud of our services and the changes made, but we will not rest at that. We recognise that services can be made better and better and are never complete as they can always be improved upon. We are also forming many partnerships both locally, nationally and indeed internationally to further our cause, taking our ideas further and learning widely from others.

We hope you enjoy the report and will join us in making NAVIGO truly part of the community it serves.

Tom Hunter
chairman

Kevin Bond
chief executive

welcome to NAViGO

NAViGO Health and Social Care Community Interest Company (CIC) is a not for profit Social Enterprise, that comprises of mental health and associated services in North East Lincolnshire.

Previously part of North East Lincolnshire Care Trust Plus, NAViGO CIC was established as an independent provider as of April 1, 2011 as part of the Government's Right to Request scheme.

We are a unique membership organisation made up of staff, people who use our services, carers and interested parties from the local community, all with equal rights and an equal say in how our organisation is run.

We also provide a wide range of training and consultancy, both nationally and internationally, on mental health and related issues such as employment.

We employ around 550 staff and have an annual budget of approximately £22m.

Our membership is at the heart of our organisation. Not only can staff join the membership, but so can members of our local community, our service users and their carers.

Members are able to:

- Appoint several CIC Board non-executives and recommend one as our chairman
- Appoint eight representatives (four staff and four community) to sit on the Membership Board
- Approve the annual accounts and other AGM business
- Suggest and vote on the future direction of NAViGO services
- Even appoint our chief executive

We are off to a great start already with nearly 300 hundred staff and 200 community members. We hope to develop the membership further as we grow as an organisation.

ensuring representation at all levels of our organisation

Successful elections took place earlier this year to appoint our first ever staff and community membership representatives.

Not only has the membership appointed four staff and four community representatives who all sit on our Membership Board which conducts the day-to-day business of NAViGO but of the eight representatives, two also sit on the main Business Board as non-executive directors. This CIC Board carries the final responsibility for the running of NAViGO.

This guarantees that the voice of our staff and community members is not only heard throughout all levels of our organisation, but also helps to set our future direction.

Our Social Enterprise is about working together with local people to create services that are owned by the community, controlled by it, supported by it and loyal to it.

This is why our representatives are so important to the development of our organisation as they will act as the voice of the membership.

staff representatives

Adele Vasey

Suzanne Brown

Vanessa East

Vicky Britt (staff non-executive director)

community representatives

Ray Braithwaite (community non-executive director)

Sam O'Brien

Shirley Carter

Stan Thomas

"For me, being a representative is about getting views on how our organisation can work most efficiently and feeding those views through to the top of the organisation where the decisions are made that affect all our futures."

Vicky Britt, staff membership representative

our financial review

NAViGO's results for the financial year 2010/2011

Despite the continued pressure on the public sector finances, NAViGO (then part of the North East Lincolnshire Care Trust Plus) was able to report an under spend against the 2010/11 annual budget of some £221k in the year.

This under spend has enabled the new organisation to set off during a very difficult time on a sound financial footing. The 2010/11 financial position was reported in the Statement of Accounts for the North East Lincolnshire Care Trust Plus as NAViGO Community Interest Company did not officially start trading until April 1, 2011.

The under spend results can be broken down by individual service areas as shown in the table opposite.

Mental health services	2010/11 Budget £000	2010/11 Actual £000	(Under)/over spend £000
Health and social care funding			
Acute services	4,665	4,500	(165)
Adult community	5,144	5,006	(138)
Central management and support	1,200	1,204	5
Medical staffing	1,730	1,813	83
Older people's services	4,727	4,549	(178)
PICU/OOA Placements	2,377	2,467	90
Psychology	356	382	26
Training and development	200	299	99
Tukes	617	574	(43)
Mental health total	21,016	20,795	(221)

the four month position to the end of July 2011/2012

Due to the timing of our first AGM, it is only possible to give a position to the end of July 2011 and show the estimated position at the end of our first trading year.

As the company was incorporated on December 2, 2010, the first accounting period will be from the date of incorporation to the end of March 2012, effectively a 16 month period, although no trading took place under the

NAViGO name until April 1, 2011.

The total value of the contract with the North East Lincolnshire Care Trust Plus for the year is £21.322m. Taking into account various adjustments, this value is effectively a net reduction from the 2010/11 position, meaning NAViGO are required to make in excess of £1m in efficiency savings to remain financially viable in the year.

Reported position by service	April to July			Full year forecasts		
	YTD Budget	YTD Actual	Over / (under)	Annual budget	Forecast outturn	Over / (under)
Service area	£000	£000	£000	£000	£000	£000
Adult acute	1,392	1,414	22	4,288	4,342	54
Community services	1,514	1,478	(36)	4,542	4,506	(36)
Older people's	1,471	1,421	(50)	4,412	4,343	(69)
PICU / Out of area placements	664	672	8	1,994	1,992	(2)
Medical staff (incl psychology)	687	737	50	2,060	2,270	210
Tukes	203	258	55	609	654	45
Estates, training and overheads	1,018	973	(45)	3,130	3,033	(97)
Total	6,949	6,953	4	21,035	21,140	105
Contingencies etc	96	29	(67)	287	87	(200)
Surplus			(63)			(95)

creating more employment and training opportunities

NAVIGO has worked tirelessly to create meaningful employment and training opportunities for our service users through Tukes.

We aim to widen our employment and training schemes further still, perhaps providing a bank/ agency to meet our own needs, partners needs and wider in both administration and care.

“Since working in Tukes I have been allowed to utilise all of my skills and do what I do best and work for once to **help people to become independent of services.**”

“The biggest change that I like, is that we have now stopped paying lip service to service users and carers and have given them **a proper say on how the service should be run and developed.**”

“I wouldn't say that we have got every aspect of the service right yet, but we are well on the way.”

Maureen Potter, assistant manager Tukes

increasing our services: developing for the future



For more information about the services we currently provide, please visit our website: www.navigocare.co.uk



our achievements so far

Over the past few years we have completely redesigned our services to models designed in partnership with our service users and carers.

As part of this process, we have opened a new acute site (Harrison House) designed very differently around a user sensitive model, addressing both local and national concerns with acute wards.

We have opened new older people's assessment facilities as well as refurbishing our existing sites, again to a new and novel design.

Out in the community we have amalgamated health and social care services and placed our community mental health teams directly into primary care settings.

To tackle employment we have set up Tukes training and employment schemes in many different areas culminating in them taking over all of our cleaning (as well as other local organisation's sites), catering and ancillary needs and most recently estates functions.

Tukes also run many public cafes and facilities.

This has created not only jobs for people with mental health problems, both within and outside our services, but also helped many people gain training and qualifications they did not previously have.

We have opened common mental health services (Open Minds) in town centre settings which people can directly access by simply walking in. They are then able to choose from a whole range of activities and treatments to suit their individual needs.

We also supervise RESPECT training in ethical, non-aversive approaches to reducing and managing aggression. RESPECT training is provided both nationally and internationally for not just health and social care providers, but also educational facilities as well as police and prison services as far afield as Antigua.

So, if we have already managed to achieve all this, what have we done in our first 180 days as NAViGO?



a voice not just for staff, but our service users as well: NAViGO is a unique membership organisation

“As a Forum member and service user I have seen many things **change for the better** and hope as a member of NAViGO I will see this continue.”

Rosita Bird
housewife
community member

The benefits of being a NAViGO member



“I love zumba – it’s hard work, but really enjoyable, and **a good laugh too.**”

“When it was arranged with a members discount it gave me a push to try it, which **I am really grateful for.**”

“My friends think it is great that I work for an employer who provides something like that, they are jealous!”

Michelle Hannah, admin, Tukes
Staff member

Service users have played a key role in the development mental health in North East Lincolnshire

When we set out on our Social Enterprise journey we were determined to take our service users along with us.

This is why we are unique as a Community Interest Company: we have a voting membership made up of not just staff but service users and carers. We want to provide our services in partnership with those who know them best.

what responsibilities does the membership have?

NAViGO was designed as an organisation to be run by and for the people who use it and work in it - to be leaner, less bureaucratic, more responsive and really all about care. To spend as much of the money allocated as possible on just that and to best effect.

The significant changes already achieved in local services were only made possible by staff, people who use the service and their carers working together to shape things differently.

We believe that an organisation owned and directed by its staff and service users will make sensible decisions.

The better the membership, the better the service.

“I joined NAViGO so that my voice and my partner’s **voice can be heard** to make positive change for the structure of mental health services for its service users, family members and their carers.”

Marie Fitzgerald, full time carer
community member

generating income: plans for our future

While most of our attention and energy is rightly focused on providing a high quality local mental health service and other services to people in the North East Lincolnshire community, we do also undertake work for others both nationally and internationally.

In future years we will try to increase this where it fits appropriately with what we already do and enriches our existing services, also generating some re-investable income.

We are looking to expand our activities in the following areas:

NAViGO consultancy

Offering consultancy where we have particular skills in our senior staff and organisation in activities such as employment where we excel.

We have an excellent and proven track record in turning values and ethics around mental health and social care into services that transform lives.

We are not the people to give you management speak and endless analysis: we are the people to help shape hearts and minds, build momentum, develop innovative approaches and support getting things done.

“I want to congratulate you and all those who worked on the pocket guide for mental health and employment.”

“I think the guide is a fantastic resource and it has helped ‘re-energise’ me professionally. The guide is **informative, realistic and honest and totally inspiring!**”

Jaq Brannan, assertive outreach team
Bradford District Care Trust
Pocket guide for mental health and employment : commissioned by YHIP, written by NAViGO staff.

offering more training

NAViGO already delivers a wide range of training such as RESPECT which is taught as far a field as Antigua and Barbuda.

We want to build on the success of RESPECT but also increase the training we provide in other specialist areas.

RESPECT training is aimed at producing the safest, most effective and ethical solutions to preventing and managing behaviours that challenge.

The training is based around prevention not cure, is person-centred and designed to help staff empower and enable the individual service user.



RESPECT
TRAINING SOLUTIONS

Ethical approaches to the prevention & management of aggression/violence

“One of the **best and most valuable courses** I’ve been on in terms of content, materials, instructors and delivery.”

CAMHS trainee clinical psychologist
Milton Keynes Council

looking to the future

NAVIGO is not just saving money in the present for local health and social care services, but creating a surplus to reinvest in the local community and kick start new schemes for mental health, by working smarter.

managing the surplus: reinvesting into our community

As a Social Enterprise, each year NAVIGO aims to make a surplus by working smarter, differently and being more efficient.

Any surplus we manage to generate will be allocated back out in three different ways, all of which involve our membership within the decisions:

Small grants

A total of up to £5,000 will be granted every quarter with all our members given the option to vote as to where they would like to see the money spent.

Each member will be allocated with a counter which can then be deposited at voting stations across our services so that people can see how the vote is progressing. The highest scoring scheme will then be worked on by the Membership Board to bring it to fruition.

Medium sized grants

A percentage of any surplus achieved will be given to our charity arm (Gardner Hills Trust) each year for their trustees to allocate to mental health related issues. There would also be an expectation for the charity to fundraise, to try to match or exceed the sum allocated throughout the year.

"I joined NAVIGO, because as a Social Enterprise, it is an opportunity for all staff to **be involved in the decision making process.**"

"We should all take an interest in what is going on around us and see the bigger picture."

"As members we should be proud to be associated with 'our' business and watch NAVIGO thrive and be at the **forefront of mental health services.**"

Susan Davidson-Lamb
senior care officer

Large grants

Whatever the CIC Board feels safe / appropriate to allocate that is left of any surplus achieved, will be given to this fund once a year.

Proposed schemes will be sought from all members, both staff and community, prior to the AGM (apart from this year when we have had to condense the process) and publicised to allow all members to make a decision as to which scheme they would like to vote for. Priorities for the surplus will then be voted on at the AGM.

Members will be regularly informed of our financial position and predictions and encouraged to continue efforts to make a surplus.

By working smarter, reducing waste, ensuring more people relate directly to those who use the services and are therefore more efficient, having less managers and bureaucracy, it is hoped that even in the first year (despite already making significant savings for the local commissioners), we will still create some money to reinvest.

We will keep trying, being more flexible and changing the way we do things to try to create reinvestment each year.

establishing partnerships with other countries: Macedonia

Mike Reeve, head of acute services and John Ogden, general manager of Tukes, visited Macedonia earlier this year at the invitation of the ambassador of the order of Malta.

They were shown round the Demir Kapija hospital where they were able to talk with staff and see how services are provided.

Following the visit, we have agreed to help support Demir Kapija to develop their services.

A number of the Macedonian staff are currently

"It is important that we establish links with other providers, not just the UK but worldwide and not only will we be of help, but we will also **learn much ourselves** from this partnership with people who are far less fortunate than us in terms of facilities."

Kevin Bond, chief executive

a new NAVIGO service: in-patient specialist eating disorder service set to open in early 2012

In June, the NAVIGO Board unanimously approved the development of a new dedicated in-patient eating disorder service based in Grimsby.

This new investment will allow for the specialist eating disorder team to apply even more innovative practice and to keep at the forefront of national services, building on the current outpatient programme already provided by NAVIGO to offer group therapy, day care and a re-feeding service as well as a dedicated, discreet in-patient unit.

These new services will not just be available to people in North East Lincolnshire; the eating disorder service will also be able to support and care for people from other regions.

It is hoped that the new service will be available from the beginning of 2012.

visiting us and are receiving a training and support programme that will help to improve the services they are able to offer when they return home. NAVIGO staff are also fundraising for the hospital to help raise money to improve the physical surroundings.

While their services are very sparse and mainly for people with learning and other disabilities, we cannot underestimate the difference this partnership could have for the people who receive services in Macedonia. We will maintain contact with the hospital and help them with changes they make.



"We believe that we can deliver a local service that will be at the forefront of care for this group of people and that we have a team who have already been **inspirational** in the service that they deliver."

Mike Reeve,
head of adult mental health services

Harrison House rated as 'excellent' : AIMS accreditation

Both Pelham and Meridian Lodge on the Harrison House site have gained scores of 'excellent' from the Royal College of Psychiatrists: Accreditation for Acute Inpatient Mental Health Services (AIMS) scheme.

From the different way in which care is offered, to the design of the areas and the way in which they are cleaned and looked after and cared for by all who work there, Harrison House and the Lodges offer something which has received a great deal of compliments by all those who have visited the services.



"The Harrison Unit (where the nursing staff showed us around) demonstrated the **values, innovation, knowledge and approachability of your services.**"

Richard Adkin
interim services manager - mental health
Medway Council



Open Minds (IAPT): rated among top in the county

Services provided at Open Minds (open access walk-in centres based in both Cleethorpes and Grimsby) have been rated in the top five in the country for two key areas.

Figures provided by the NHS Information Centre show that the scores for recovery and moving off of benefits in North East Lincolnshire are among the highest anywhere in the country.



"The beauty of Open Minds is that people are able to simply walk in off the street, with no referral and **immediately start to access services** which will aid their recovery."

Kristina Fletcher
service manager , IAPT / Open Minds



Tukes independent traders: second hand shop opened

The Tukes bus station retail development, Brighowgate, was officially opened in June by councillor Andrew De Freitas.

Tukes property services transformed the former Brighowgate Bus Station into retail units, including the new Tukes second hand shop, Tukes independent traders, along with a workshop facility.

The new retail development provides additional training and education opportunities for Tukes members.

All monies raised from the second hand shop will be used by Tukes (and ultimately NAViGO) to support vulnerable people in North East Lincolnshire.



"The retail units are a great example of the property services that Tukes can offer as well as a **fantastic training opportunity** for all the members who were involved in the project."

John Ogden, general manager , Tukes



five star catering @ Tukes: NELC Scores on the Doors



Tukes cafes at both Brighowgate and Shoreline Housing in Charlton Street, have retained their five star ratings from North East Lincolnshire Council.

The cafes provides training, skills development and work experience in real working environments for people who are socially excluded due to mental health problems.

A rating of five stars, the highest score possible, recognises a very high standard of compliance with food safety legislation and demonstrates best practice in managing and achieving this.

"I love working in the Brighowgate café. Being part of Tukes gives you a reason to get out of bed every morning. All the staff have been **really supportive.**"

Karen Studd, waitress, Tukes